

Executive Director-Comptroller

PERSONNEL  
FILE Personnel 5

7 D 59 Headquarters

Kirk:

I refer to my memorandum of 23 June 1964 and our recent discussion concerning the desirability of having Support-type positions filled by the Support Career Services on an Agency-wide basis.

Pursuant to your suggestion, I have drafted the attached memorandum. Request signature.

/s/ 14 AUG 1964  
LKW

Deputy Director for Support

7 D 26 Headquarters



DD/S:LKW:jrf

Distribution:

- 0 - Adse w/O & 5cc of DD/S 64-4406
- 1 - DD/S chrono
- ✓ - DD/S subject w/cc of DD/S 64-4406

DD/S 64-4406 - Memo dtd 16 Nov to Ex. Dir.-Compt., DD/P, DD/I, DD/S&T, and DD/S fr DDCI, subj: Staffing Support Positions

*Orig of memo w/art brought forward to O-119-1966 files as an attachment to DD/S 66-2398*

SECRET

69-5692

MEMORANDUM FOR: Executive Director-Comptroller  
Deputy Director for Intelligence  
Deputy Director for Plans  
Deputy Director for Science & Technology  
Deputy Director for Support

SUBJECT : Staffing Support Positions

1. For a number of years the Support Career Services have filled Support-type positions in many components of the Agency with people especially selected for their academic background, training, and experience in the various fields of Support specialization. People thus assigned function under the supervision of the command structure of the component having the requirement for their support, but the responsibility for their long-term career development and management is retained by the Support Career Service of which they are members.

2. The merits of this system have been proven in the components where it has been used. The system offers an opportunity for rotational assignment among positions in the Support specialties at Headquarters and overseas as well as in general Support positions at varying levels of responsibility. Rotational assignments of this sort permit the development of a breadth and depth of competence and experience which cannot be obtained in any other way. Small components with limited Support requirements are able to profit from the advantage of having available to them the services of personnel who have been especially trained and who have a wide variety of working experience which the individual whose growth has been limited to the relatively narrow functional confines of a single component cannot be expected to achieve. In addition to the advantages this system offers to the Organization in terms of better qualified people, it offers the employee a much greater opportunity for career development and progression.

3. The success of this system has demonstrated the desirability of extending it to include those few remaining components of the Agency which have not already adopted it. Therefore, effective immediately it shall be Agency policy that positions substantially involved with the performance of Support-type functions will be filled from the Support Career Services.

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4. The Director of Personnel in consultation with the Deputy Directors and the Heads of the Career Services under their jurisdiction will identify those positions on the staffing complements of the Agency which are substantially devoted to the performance of Support-type functions. Each position so identified will be considered individually by the Director of Personnel, the Head of the Career Service concerned, and the Head of the Support Career Service to which the position seems most likely assignable.

5. In order to insure that the individual preferences of incumbents as well as Agency objectives are given proper consideration in the implementation of this policy, personnel now occupying positions identified with a Support Career Service will have a choice of retaining their present career service designation or transferring to the appropriate Support Career Service. Those who choose to retain their present service designations will remain in their positions with the understanding that when they vacate them the vacancies will be filled with Support Careerists. Those who choose a Support Career designation will be considered for appropriate assignments as they occur on an Agency-wide basis.

Marshall S. Carter  
Lieutenant General, USA  
Deputy Director

SA DD/S:RHW:yh (14 Aug 64)  
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AT D/S STAFF MTG 25 Nov 64

Q<sup>1</sup> DDP Subject w/ background

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TRANSMITTAL SLIP		
TO: Colonel White via Mr. Banner		
ROOM NO.	BUILDING	
REMARKS:  Recommend your signature on the Blue Slip.  Vt VRT		
FROM:		
ROOM NO.	BUILDING	EXTENSION

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DD/S 64-3436

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FILE *Personnel*  
23 JUN 1964

MEMORANDUM FOR: Mr. Kirkpatrick  
General Carter

The attached exchange of memoranda is self-explanatory. I have thrown in the towel on using the soft sell to try to gain acceptance of what I consider to be an important fundamental principle in staffing the Agency with Support people.

For more than ten years now the DD/P and DD/S have had an understanding that DD/S would hire, train, and supply Support personnel to the DD/P and that the Support Career Services were responsible for the long-term career management of these people. Although the arrangement has been an informal one, it has worked well. We have been able to give many people a wide variety of experiences, and I think that we have developed many excellent Support specialists and managers through this system. The DD/S&T is also cooperating in this common effort, although we have no formal agreement or arrangement.

Through the years the DD/I has declined to participate in this system. In my judgment, all Support positions, wherever they are in the Agency, should be identified with and staffed by well-trained people from the Support offices. In order to provide the maximum opportunity for development of personnel in the Support field, this system should be Agency-wide. In my view, it is not good personnel management to have any other system.

I do not wish to waste any more time writing a formal paper along these lines unless the concept has some appeal to you. If it does, I would be glad to prepare a formal paper, obtain the comments of the other Deputy Directors, and forward it to you for final action.

*Signed*

L. K. White

2 Atts:

Att 1: Memo dtd 26 March 1964 to DD/I fr DD/S

Att 2: Memo dtd 15 June 1964 to DD/S fr ADDI/M

DD/S:LKW:jrf

Distribution:

0 - Adse w/T of Att 1 and O of Att 2

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15 June 1964

MEMORANDUM FOR: Colonel White

This is in response to your memorandum of 20 March to Ray Cline in which you suggest a reconsideration of DD/I policy on procurement and assignment of its administrative personnel.

We have given this a good deal of thought and discussion in the Senior DD/I Career Board, made up of our Assistant Directors, and myself as Chairman.

As you point out, the DD/I administrative setup is at present a mixed one as to career service. You have furnished us excellent people, and we could not have manned NPIC without your help. On the other hand, opportunities have existed right along for those DD/I administrative people who wanted to move to one of the Support Offices to do so. Particularly in Personnel and Finance have we made people available.

After careful consideration our Office Heads unanimously concluded that we should continue to man our administrative positions as we now do. Since the beginning of the career service concept, we have put great store by having our administrative personnel integrated into the career services of the office they serve as well as under the command of the Office Head. This relationship has developed over the years, successfully we believe, and our Board is not convinced that a change would redound to anyone's advantage.

We would, as has been our practice, like to continue to discuss with you and the Support Offices openings that occur in our administrative staffs and consider any candidates you might be in a position to make available along with individuals of our own service.

We do appreciate your interest, and I would of course be happy to discuss the matter further with you if you so desire.



PAUL A. BOREL

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**CONFIDENTIAL**DD/S 64-0737  
**FILE** *Personnel 5*

26 MAR 1964

MEMORANDUM FOR: Mr. Cline

Ray:

It has recently been brought to my attention that there are now some 35 personnel from the Support Career Services assigned to various components of the DD/I. Most of these are working in NPIC and most are Security and Logistics Officers.

It would seem that the DD/I may be moving toward the type of situation which has prevailed for some ten years in the DD/P and which is now evolving in the DD/S&T. It might be appropriate to take a look at this point in time and see if support for the DD/I in terms of procurement and assignment of personnel could perhaps be improved from the standpoint of the employee as well as the Agency. I want to assure you that I have no doubt that the personnel in your offices who are carrying out the support functions are doing an excellent job. However, it might well be to their advantage as well as to the advantage of the components to which they are assigned were we to broaden the channel for procurement and assignment of personnel in the DD/I that has already accommodated the 35 individuals mentioned above. I know too that some of the DD/I people working in Support positions would welcome consideration for assignment to other components at Headquarters and overseas in order to broaden their opportunities for career development. Since this has to be a two-way street, this possibility is virtually nil at the moment.

For the last ten years the DD/S offices have furnished Support personnel as required to the DD/P, both at Headquarters and in the field. This arrangement has worked well and we feel it has not only provided our Support people with opportunities for assignment and development that would otherwise have been denied them, but has also provided the operating components with well-trained Support personnel. We also feel quite certain that lifting the recruiting and training burden from the operating components has allowed these components to confine themselves to a much greater degree to the substantive aspects of their work.

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I certainly would propose no precipitous moves in this regard. I know that many of your Support people have been in their jobs for years and probably have no interest in moving. However, I would offer the following for your consideration:

(1) We identify the positions in the DD/I which are Support-type positions.

(2) We offer each person now occupying one of these positions a choice of retaining his DD/I Service Designation or transferring to the Support Career Service with which his position is most closely identified.

(3) Those who choose to retain their DD/I Service Designations would remain in their present positions and we would understand that when they vacate their positions we would fill the vacancies with Support careerists mutually agreed upon.

(4) Those who choose a Support Service Designation would be considered for appropriate assignments on an Agency-wide basis and, if and when they were transferred elsewhere, the vacancies would be filled by other Support careerists mutually agreed upon.

I would appreciate an opportunity to pursue this matter with you or anyone you wish to designate.

Signed

L. K. White

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